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TO : Director of Central Intelligence
THROUGH: Chairman, CIA Career Service Board
SUBJECT: Selective Rotation Program

1. PROBLEM: To establish a program for the selection and systematic rotation of a predetermined number of highly qualified Agency employees.
2. ASSUMPTIONS:
 - a. CIA will have a continuing requirement for a reservoir of carefully-selected, highly-qualified, and well-trained individuals who are thoroughly acquainted with Agency activities and who will be available for assignment to positions of increasing responsibility as the need arises.
 - b. Due to the specialized nature of Agency activities, such individuals cannot ordinarily be recruited from outside the Agency, and to assure the existence of such a reservoir, a systematic program for internally developing selected Agency personnel must be instituted.
 - c. Individuals should be considered for this program only on the basis of demonstrated ability and potential for intelligence work from among Agency on-duty personnel, and no individual should be recruited into the Agency for the specific purpose of entering the program.
 - d. Individuals accepted for the program should be within the younger age range, in order to allow time for full development at a sufficiently early age.
 - e. Participation in the program should represent no assurance to the individual of eventual advancement, or assignment to any particular position. Future assignments for individuals who have participated in the program should depend on the requirements and circumstances existing at the time.
 - f. One of the basic techniques to facilitate the proper development of the type of individual desired is systematic rotation among the various Agency components, and since an individual rotational assignment would be of rather extended duration, such assignments must be for productive as well as career development purposes.
 - g. The only way to assure the success of such a program as this is to fix definite responsibility and to grant the responsible office sufficient authority for its implementation.

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3. FACTS:

- a. At the twentieth meeting of the CIA Career Service Board, on 4 February 1954, the desirability of such a program was discussed and agreed upon.
- b. The present Career Development Slot system is designed primarily for individual career development purposes, dependent upon the needs of individual offices, and does not serve the objectives of an Agency-wide Selective Rotation Program.
- c. The present Junior Officer Training Program is a comparatively short-range training program designed to attract and infuse into the Agency well-rounded individuals having outstanding educational backgrounds, and, likewise, does not accomplish the objectives of a Selective Rotation Program.

4. DISCUSSION:

- a. There is little question that if CIA is to have available for assignment to its top-level positions, individuals who are well qualified and well rounded in the highly specialized fields of intelligence and clandestine activities, the Agency must take steps now to develop such individuals. Although other agencies can recruit top-level talent from outside, this ordinarily is not the case with CIA because of the unique nature of the Agency's functions. The problem of securing top-level talent is one that is always with us and, therefore, it is only prudent that the matter be considered in long-range terms and that the availability of expert, top-level general intelligence officers in from ten to twenty years not be left to chance.
- b. There are continuously available in the ranks of CIA a considerable number of younger men and women with excellent educational backgrounds and promising work records, who show tremendous aptitude for the intelligence business. It is possible to select from this group a number of the best for a concentrated career development effort. Another advantage in recruiting from this group is that the Agency has already had an opportunity to observe these individuals in action, and to determine their aptitude for intelligence work. Once the need for a program such as this is agreed upon, there remains only the matter of selecting the desired individuals from this group and proceeding with the implementation of the program.
- c. Rotation as a means for career development is not a new idea. This device has been and is being employed throughout the Agency as a means for developing skills and abilities which can best be acquired in this fashion. However, most of the rotation now current in the Agency is aimed at individual career development and depends on the requirements and needs of individual offices. The Selective Rotation Program discussed here is intended to serve an Agency need as distinguished from

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the needs of individual Agency offices, and the specific policies and procedures proposed herein are designed accordingly. For instance, since the program would be set up to cope with an Agency problem, it is proposed that a special Table of Organization be established to accommodate all individuals while participating in the program. The program contemplates that a participant undergo a period of rotation which would cover a period of no more than five years, depending on the length and diversity of the person's prior Agency service. Therefore, it is believed that the T/O of the office originally employing the individual should not be incumbered with that individual while he is undergoing rotation. To carry the individual on the office T/O would not only represent an unwarranted burden on the office, but would inevitably serve as a deterrent in getting individual offices to cooperate with the program.

- d. Any program of this type must recognize during the initial stages that there are already in the Agency individuals whose careers, whether accidentally or by design, have tended in the general direction contemplated by the program. Certain of these individuals may at the moment exceed the maximum age and grade requirements considered proper for an established program. In order for the Agency to take full advantage of the availability of such individuals, and also to avoid a possible morale problem in this group, it is believed that following the installation of the program there should be a temporary period during which such individuals may submit their applications and be considered. A period of approximately one year appears to be adequate for this purpose.
- e. Acceptance into the program should represent no assurance to the individual that he will be continued in the program. Obviously, an individual should be expected to continue high level performance or be eliminated. The Agency can be assured of such performance through the application of a modified personnel evaluation report procedure to individuals participating in the program. Offices to which participants are assigned would complete such reports and submit them to the Assistant Director for Personnel for review. Participants would also be interviewed by a representative or by representatives of the Office of Personnel on a periodic basis, probably after the submission of the periodic evaluation report by the office of assignment. Corrective action would be initiated at any time the need for such became apparent.
- f. Individuals who satisfactorily complete the program would not be lost sight of by the Agency. The names of such individuals would be entered in the Junior Executive Inventory, which would be available to top management when they are considering individuals for key assignments.
- g. It should be emphasized that the success of a program such as that discussed herein depends as much on the manner in which it is administered as on the blueprint or plan upon which it is based. While the mechanics or procedures underlying such a program are important, any problems related thereto can readily be resolved, provided the office

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charged with the administration of the program has been given sufficient authority, plus the necessary staff. In this connection, it is believed that the staffing requirements of the Office of Personnel would have to be increased only slightly to assume responsibility for the program. A minimum estimate would be three positions, two administrative and one clerical.

5. CONCLUSIONS:

- a. A "Selective Rotation Program" would serve to meet the long-range Agency requirements for well-qualified, well-rounded individuals.
- b. The means for implementing such a program are readily available within the Agency once a decision is made to proceed. The total cost of such a program would be minimal compared with its importance to the Agency. Funds would be required for approximately 120 positions, plus funds for an estimated three additional positions for the Office of Personnel to cover administration of the program.
- c. A group representing no more than 1 per cent of Agency strength at any one time would be adequate for such a program. An increase of 120 in the Agency personnel ceiling would be required to accommodate this group.
- d. Responsibility for activating and administering this program should be assigned to the Assistant Director for Personnel, whose office would require only minor supplementation for this purpose.

6. RECOMMENDATIONS:

It is recommended that:

- a. The proposed "Selective Rotation Program" attached hereto as Tab A be approved.
- b. The Assistant Director for Personnel be authorized and instructed to proceed with the activation and administration of the program.
- c. The Agency personnel ceiling be increased by 120 to accommodate the program.

/s/

HARRISON G. REYNOLDS
Assistant Director for Personnel

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Enclosure:

Tab A

CONCURRENCE:

Chairman, CIA Career Service Board

Date:

ACTION BY APPROVING AUTHORITY:

APPROVED:

Director of Central Intelligence

Date:

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